



## MEMORANDUM

Agenda Item No. 10(A)(3)

**TO:** Honorable Chairperson & Members  
Board of County Commissioners

**DATE:** May 21, 2002

**FROM:** Steve Silver •  
County Manager

**SUBJECT:** Resolution Approving the  
Strategic Planning Vision,  
Mission, Guiding Principles  
and Strategic Themes

### RECOMMENDATION

It is recommended that the Board approve the attached resolution endorsing Vision and Mission Statements, a set of Guiding Principles and priority Strategic Themes for Miami-Dade County government's Strategic Plan. These statements and themes will provide the framework of the strategic plan and will guide the development of our long-term goals, strategies, objectives, and business planning efforts.

### BACKGROUND

On January 23, 2001, the Board of County Commissioners approved Resolution No. R-47-01, authorizing the development of a strategic planning process for Miami-Dade County. This was followed by a Commission workshop on May 15, 2001 where we reviewed the process to be used for our strategic plan development. Over the summer, we put together a multi-faceted team consisting of a professional planning consultant to guide and facilitate the strategic planning process, a communications consultant to work in conjunction with our own Communications Department to inform and involve the public, and internal County staff who will manage the external consultant and coordinate all other in-house staff support. In September 2001, we conducted a workshop for the Board and their aides to review the County's strategic planning process.

The strategic planning process encompasses four phases:

- **Phase 1: Global Planning** – Development of Vision, Mission, and Guiding Principles for Miami-Dade County
- **Phase 2: Strategic Areas and Structure** – Identification of Strategic Planning Areas and Establishment of Standards and Structure for the Planning Process
- **Phase 3: Strategic Area Plan Development** – Development of the Draft Strategic Area Plans
- **Phase 4: Strategic Plan Development** – Integration of Strategic Area Plans into a Countywide Strategic Plan

At the end of the process, department business plans and performance measures and indicators will align with the County's strategic plan, thereby driving the development of each department's budget. The first phase of our Strategic Planning project focused on the development of broad community

statements that capture collective aspirations for our future. We have worked through an outreach process to identify what the community believes County government's role and responsibilities should be, and to establish the principle values and broad strategic themes that will help guide our government.

The community outreach process included interviews with elected officials, open community workshops, focus groups in Commission Districts, and community surveys, as well as employee focus groups and surveys. We have promoted our outreach efforts using the statement: *The People's Vision: the County's Mission*. In addition, we conducted an internal Proactive Assessment of Community Trends (PACT) where we identified the trends and events that may impact our ability to provide or improve services. As part of the PACT, we identified the strengths and weakness of our County government to meet these challenges.

Our outreach effort has been supplemented by a group of citizens who have championed a yearlong process to design a vision for the whole community called *One Community One Vision*. I have been working with this group to develop a Vision Statement and Guiding Principles for our community as a whole. The group includes the President of the Beacon Council, the President of the Greater Miami Convention and Visitors Bureau, the President of the United Way of Miami-Dade, the Chair and President of the Greater Miami Chamber of Commerce, the former Mayor of Miami Beach and several others. This process has had its own outreach effort with community leaders. While broader than the statements that we are developing specifically for Miami-Dade County government, the community statements established through the One Community One Vision process are consistent with and complement our efforts. These statements were presented to the Board as a citizens' presentation at the April 9, 2002 Commission meeting. Our County statements link well to these broader community statements.

We used the results of our outreach efforts, employee feedback, input from Board members, survey research and feedback from department directors, my senior staff and other executive staff to develop statement alternatives. In a statement building session, my Assistant County Managers, key department directors and community leaders developed the draft statements that follow. Also shown are alternative vision and mission statements that were considered or are derivatives of the preferred statements.

It is our desire to have Board-approved statements to guide our subsequent efforts. It is important to remember that our vision statement describes what we as an organization have as a vision for the community we serve. While many other communities may have similar aspirations, for us to aspire to help create the best community possible for our families to live work learn and play in says a great deal in very simple, easy-to-understand terms. Simply stated, we want to be the best that we can possibly be.

**Consensus Driven Statement:**

- **“Miami-Dade County: Building a great community in which to Live, Work, Learn and Play”**

**Alternatives:**


- “Miami-Dade County: Ensuring our Tropical Paradise is the Best Place in the World to Live, Work, Learn and Play”
- “Miami-Dade County: Providing Services to Fulfill the Promise of Paradise.”
- “Together, Building a Prosperous, Diverse Community we are Proud to Call Home”
- “Miami-Dade County: Creating a Great Place to Live, Work, and Visit”
- “Working Proactively with the Community to Ensure Enhanced Quality of Life and Excellence in Government”
- “A Progressive, Equitable, and Distinguished Miami-Dade County that Excels Through Partnership with our Neighbors”

**Consensus-driven statement:**

- **“Delivering excellent public services that address our community’s needs and enhance our quality of life.”**

**Alternatives:**

- “To work with and for our customers to provide the best possible government services in a responsive, efficient, and cost-effective manner, based on the expectations of our customers, residents, visitors, and business entities.”
- “To provide our community with excellent and accessible services which are responsive to customer needs in order to enhance the quality of life in Miami-Dade County.”
- “Through our shared commitment to those we serve, Miami-Dade County will provide responsive leadership, cost-effective quality services, in an equitable, performance-driven, multi-faceted, and accessible manner.”
- “To respond to our community’s needs and enhance its quality of life.”
- “Delivering public services, so that residents, visitors, and businesses prosper in our tropical paradise, now and in the future.”

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- Honest, Ethical and Fair to All
  - Customer-focused and Customer-driven
  - Accountable and Responsive to the Public
  - Diverse and Sensitive
  - Efficient and Effective
  - Committed to Development of Leadership in Public Service
  - Innovative
  - Valuing and Respectful of Each Other
  - Action-oriented

### Strategic Themes

- Ensure Miami-Dade County operates in a fiscally responsible and stable manner.
- Improve the quality of life for all County residents.
- Protect the safety and quality of Miami-Dade County's neighborhoods.
- Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.
- Promote responsible and comprehensive policy development through effective planning for land use, transportation, and growth management.
- Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community.
- Develop and maintain an effective transportation system.
- Protect and preserve our unique environment.
- Promote cooperation and coordination among all government services.

Following your endorsement, we will release the vision, mission and guiding principles statements to our workforce and the community through continued strategic plan development efforts. On June 19, 2002, we hope to increase public awareness through a community event. We will use the statements endorsed by the Board as the starting point for breakout sessions to develop master plans for six strategic areas of service delivery (Economic Development; Health and Human Services; Neighborhood and Unincorporated Area Municipal Services; Public Safety; Recreation and Culture; and Transportation). I hope that you will be able to actively participate and assume leadership roles in this community event as we identify preliminary goals and strategies for each of the strategic master plan areas. You should have already received notification of this event and how we hope you can help assume leadership roles.

Attached to this report is a presentation on our strategic planning efforts to date and our draft vision, mission and guiding principles statements, as well as priority strategic themes.

Attachments